

U.S. DEPARTMENT OF VETERANS AFFAIRS

2001 Employee Survey



Veterans Benefits Administration Final Report

May 2002

Acknowledgements

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<http://www.vba.va.gov/surveys/>

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REPORT CONTENTS

This report contains results of the 2001 VA Employee Survey for the VA organizational unit identified on the cover page. This report has five sections:

Section A – This section presents a summary of the results on each dimension of the survey. Dimension summaries are presented for previous administrations of the survey, if available.

Section B – This section presents a summary of the results for items within each dimension related to organizational and immediate work group experiences. Item results are presented for previous administrations of the survey, if available.

Section C – This section presents a summary of the results for items related to personal experiences. Item results are presented for previous administrations of the survey, if available.

Section D – This section presents a summary of the results for items related to employee demographics.

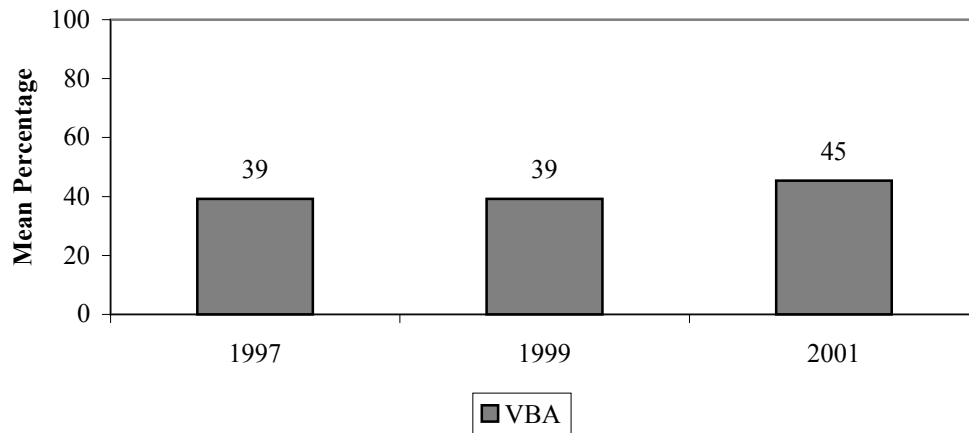
Appendix – The appendix presents a copy of the 2001 VA Employee Survey Questionnaire.

Results for:
Veterans Benefits Administration

DIMENSION SUMMARY

Rewards/Recognition

Mean percentage of respondents that *Strongly Agree* or *Agree* with items in this dimension.



	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	% Strongly Agree or Agree	Mean	Std Dev	N
VBA 2001	13	25	17	36	9	45%	3.04	1.20	5,525
VBA 1999	15	30	16	32	7	39%	2.87	1.19	4,708
VBA 1997	16	26	18	30	9	39%	2.90	1.23	8,589

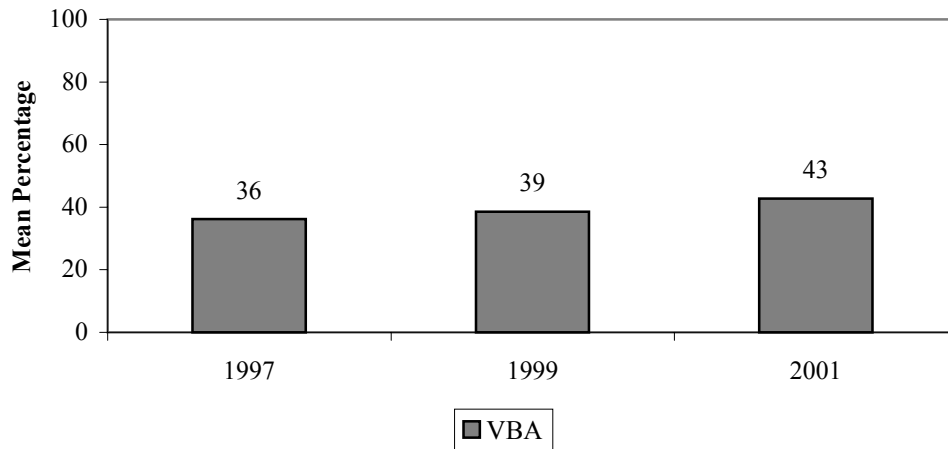
Note: For a complete listing of the items that comprise this dimension, and results for individual items, see Section B, page 1.

Results for:
Veterans Benefits Administration

DIMENSION SUMMARY

Training / Career Development

Mean percentage of respondents that *Strongly Agree* or *Agree* with items in this dimension.



						% Strongly Agree or Agree	Mean	Std Dev	N
	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree				
VBA 2001	13	25	19	35	8	43%	2.99	1.17	5,555
VBA 1999	14	29	18	33	6	39%	2.87	1.14	4,736
VBA 1997	15	27	21	29	7	36%	2.85	1.16	8,608

Note: For a complete listing of the items that comprise this dimension, and results for individual items, see Section B, page 2.

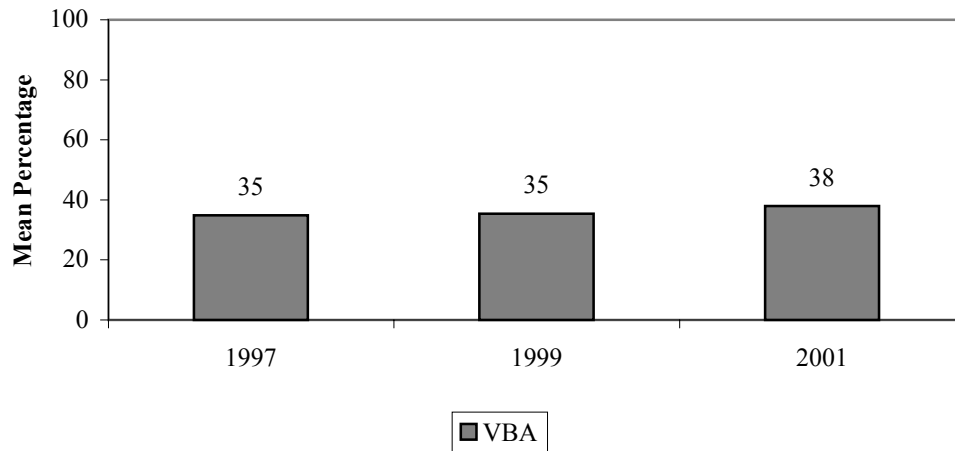
Results for:

Veterans Benefits Administration

DIMENSION SUMMARY

Innovation / Change

Mean percentage of respondents that *Strongly Agree* or *Agree* with items in this dimension.



	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	% Strongly Agree or Agree	Mean	Std Dev	N
VBA 2001	13	26	23	33	5	38%	2.91	1.11	5,676
VBA 1999	14	29	22	31	4	35%	2.83	1.13	4,756
VBA 1997	15	27	24	29	6	35%	2.85	1.14	8,620

Note: For a complete listing of the items that comprise this dimension, and results for individual items, see Section B, page 3.

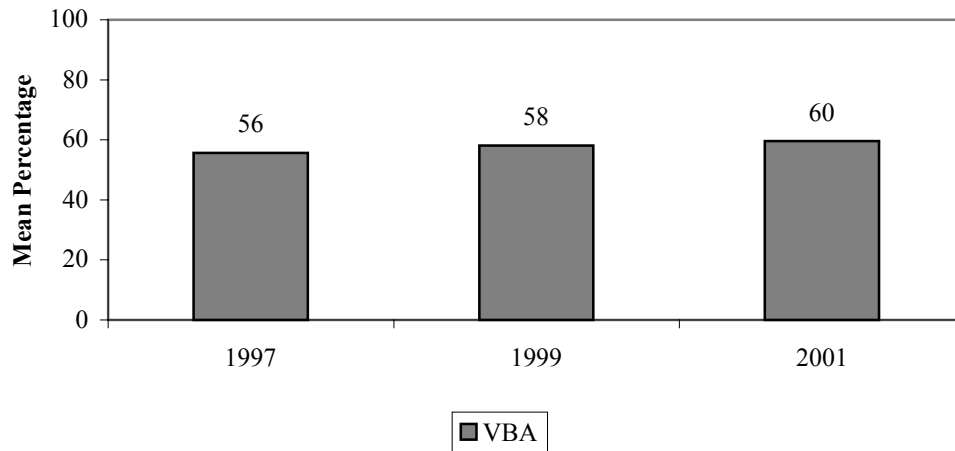
Results for:

Veterans Benefits Administration

DIMENSION SUMMARY

Customer Orientation

Mean percentage of respondents that *Strongly Agree* or *Agree* with items in this dimension.



	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	% Strongly Agree or Agree	Mean	Std Dev	N
VBA 2001	5	16	20	46	13	60%	3.47	0.97	5,528
VBA 1999	5	17	20	48	10	58%	3.41	0.97	4,621
VBA 1997	5	16	23	44	11	56%	3.40	1.00	8,238

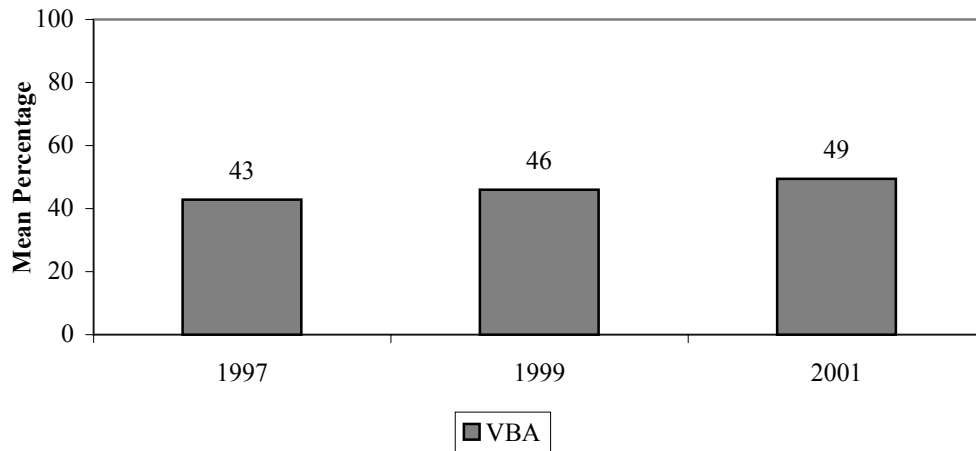
Note: For a complete listing of the items that comprise this dimension, and results for individual items, see Section B, page 4.

Results for:
Veterans Benefits Administration

DIMENSION SUMMARY

Leadership and Quality

Mean percentage of respondents that *Strongly Agree* or *Agree* with items in this dimension.



	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	% Strongly Agree or Agree	Mean	Std Dev	N
VBA 2001	11	20	19	40	10	49%	3.17	1.13	5,681
VBA 1999	12	23	19	39	7	46%	3.06	1.13	4,739
VBA 1997	13	22	22	35	7	43%	3.03	1.14	8,580

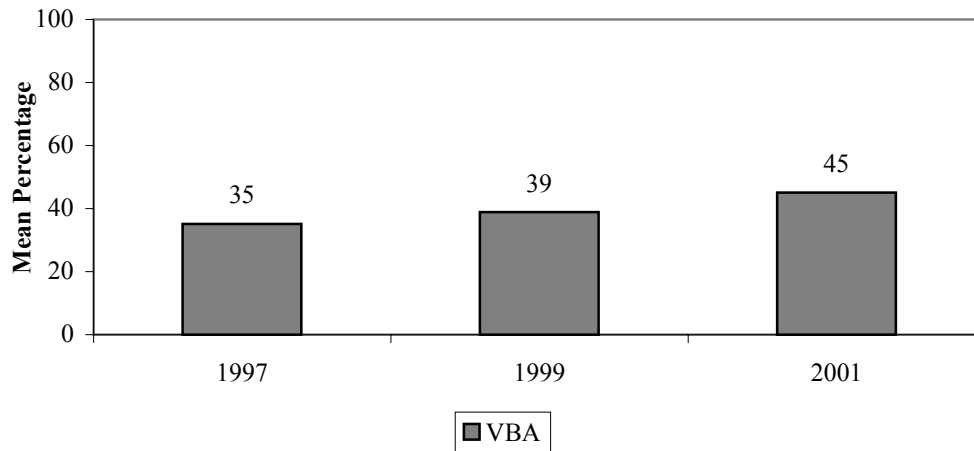
Note: For a complete listing of the items that comprise this dimension, and results for individual items, see Section B, page 5.

Results for:
Veterans Benefits Administration

DIMENSION SUMMARY

Fairness and Treatment of Employees

Mean percentage of respondents that *Strongly Agree* or *Agree* with items in this dimension.



	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	% Strongly Agree or Agree	Mean	Std Dev	N
VBA 2001	15	20	20	35	10	45%	3.05	1.20	5,283
VBA 1999	17	24	20	33	6	39%	2.86	1.19	4,626
VBA 1997	20	24	21	29	7	35%	2.77	1.23	8,458

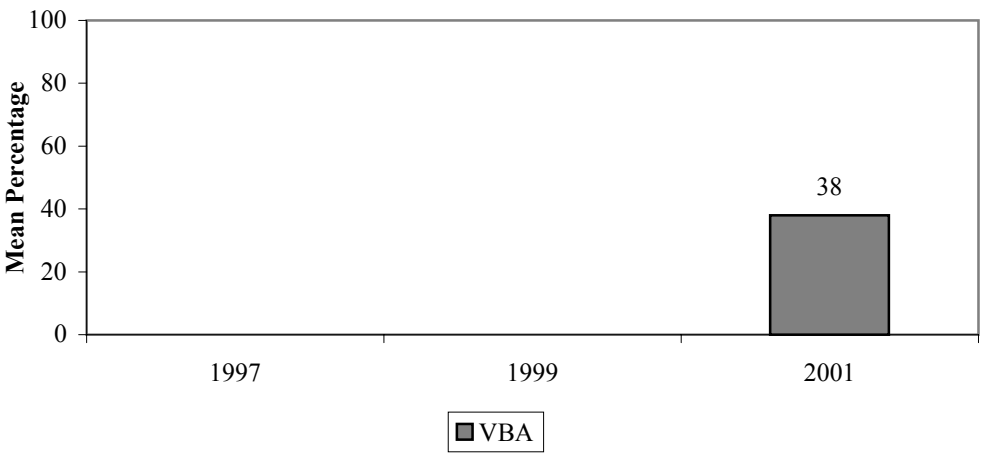
Note: For a complete listing of the items that comprise this dimension, and results for individual items, see Section B, page 6.

Results for:
Veterans Benefits Administration

DIMENSION SUMMARY

Organizational Politics

Mean percentage of respondents that *Strongly Agree* or *Agree* with items in this dimension.



	<div><div></div><div></div><div></div><div></div><div></div></div>								
	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	% Strongly Agree or Agree	Mean	Std Dev	N
VBA 2001	<div><div></div><div></div><div></div><div></div><div></div></div>					38%	2.88	1.19	5,442
VBA 1999	16	23	22	32	6				
VBA 1997									

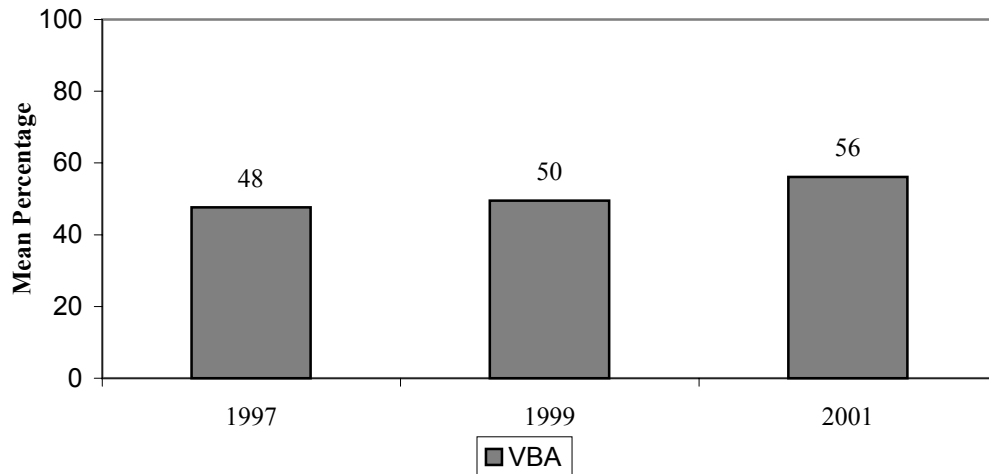
Note: For a complete listing of the items that comprise this dimension, and results for individual items, see Section B, page 6.

Results for:
Veterans Benefits Administration

DIMENSION SUMMARY

Communication

Mean percentage of respondents that *Strongly Agree* or *Agree* with items in this dimension.



	<div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>								
	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	% Strongly Agree or Agree	Mean	Std Dev	N
VBA 2001	8	18	17	46	10	56%	3.31	1.10	5,674
VBA 1999	11	22	17	42	7	50%	3.12	1.14	4,771
VBA 1997	11	21	20	40	8	48%	3.12	1.15	8,666

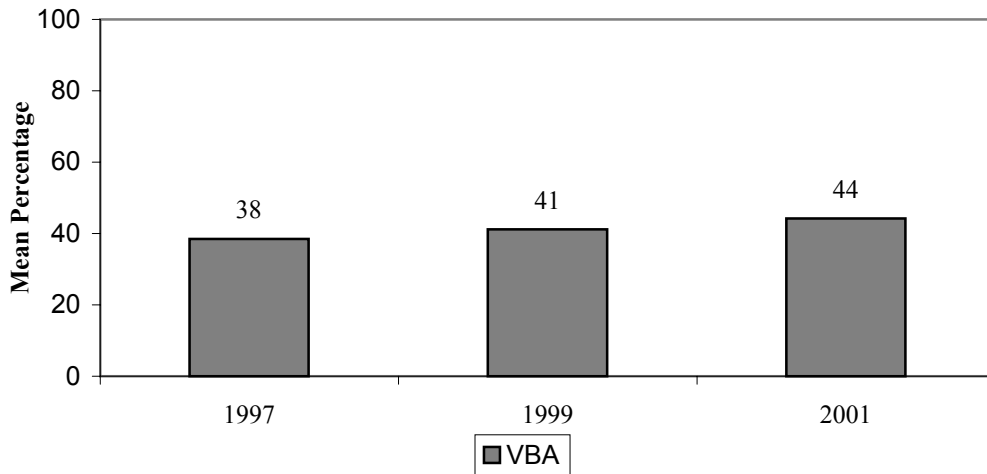
Note: For a complete listing of the items that comprise this dimension, and results for individual items, see Section B, page 7.

Results for:
Veterans Benefits Administration

DIMENSION SUMMARY

Employee Involvement

Mean percentage of respondents that *Strongly Agree* or *Agree* with items in this dimension.



						% Strongly Agree or Agree	Mean	Std Dev	N
	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree				
VBA 2001	12	23	21	37	7	44%	3.05	1.13	5,519
VBA 1999	14	25	20	36	5	41%	2.95	1.13	4,753
VBA 1997	14	24	23	32	6	38%	2.93	1.12	8,633

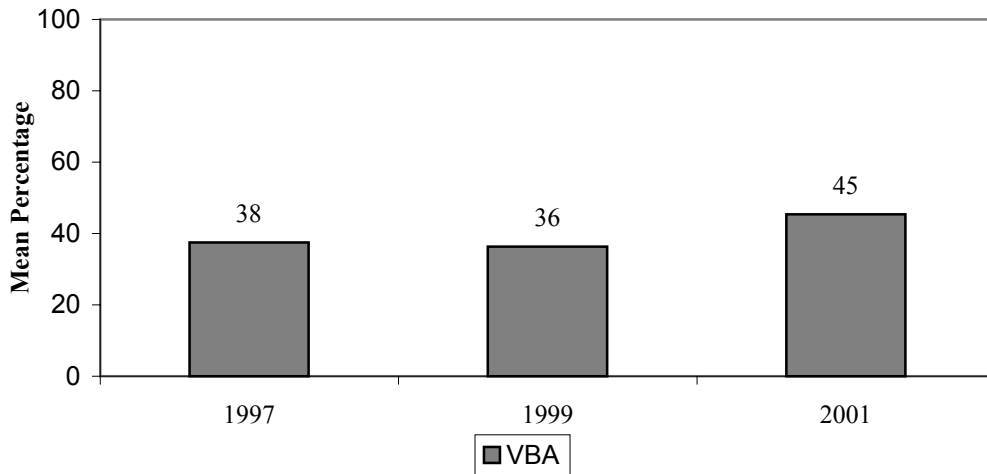
Note: For a complete listing of the items that comprise this dimension, and results for individual items, see Section B, page 8.

Results for:
Veterans Benefits Administration

DIMENSION SUMMARY

Use of Resources

Mean percentage of respondents that *Strongly Agree* or *Agree* with items in this dimension.



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	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	% Strongly Agree or Agree	Mean	Std Dev	N
VBA 2001	14	23	18	39	7	45%	3.02	1.12	5,501
VBA 1999	19	28	17	32	4	36%	2.75	1.16	4,766
VBA 1997	17	26	19	32	5	38%	2.82	1.16	8,626

Note: For a complete listing of the items that comprise this dimension, and results for individual items, see Section B, page 9.

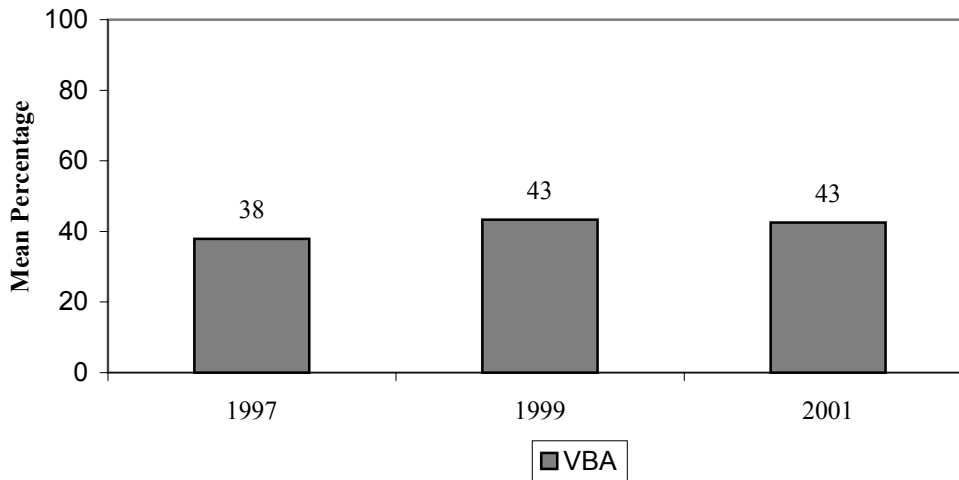
Results for:

Veterans Benefits Administration

DIMENSION SUMMARY

Work Environment/Quality of Worklife

Mean percentage of respondents that *Strongly Agree* or *Agree* with items in this dimension.



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	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	% Strongly Agree or Agree	Mean	Std Dev	N
VBA 2001	17	22	19	36	7	43%	2.94	1.19	5,534
VBA 1999	17	23	17	36	8	43%	2.94	1.19	4,783
VBA 1997	20	24	18	30	8	38%	2.82	1.22	8,646

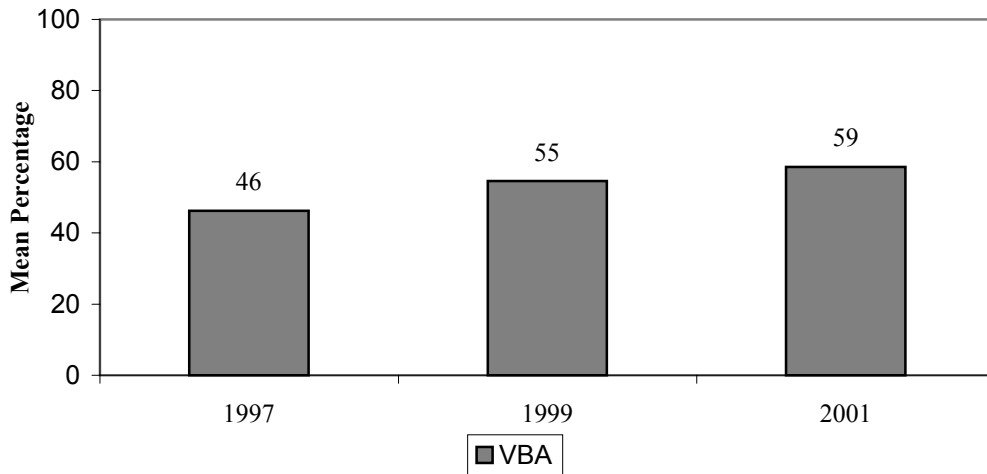
Note: For a complete listing of the items that comprise this dimension, and results for individual items, see Section B, page 10.

Results for:
Veterans Benefits Administration

DIMENSION SUMMARY

Work and Family / Personal Life

Mean percentage of respondents that *Strongly Agree* or *Agree* with items in this dimension.



	<div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>					% Strongly Agree or Agree	Mean	Std Dev	N
	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree				
VBA 2001	9	14	19	48	11	59%	3.38	1.07	5,192
VBA 1999	9	16	20	45	10	55%	3.30	1.09	4,528
VBA 1997	13	17	24	38	9	46%	3.12	1.13	8,099

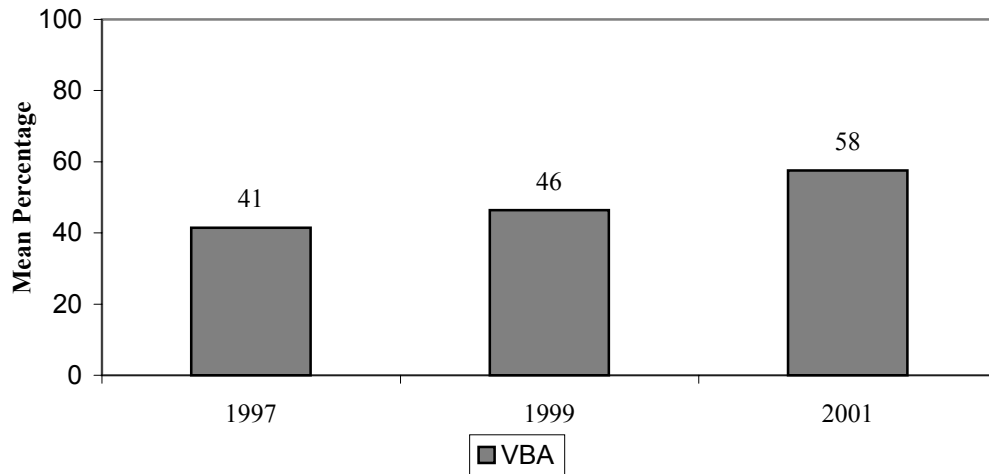
Note: For a complete listing of the items that comprise this dimension, and results for individual items, see Section B, page 10.

Results for:
Veterans Benefits Administration

DIMENSION SUMMARY

Teamwork

Mean percentage of respondents that *Strongly Agree* or *Agree* with items in this dimension.



	<div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>					% Strongly Agree or Agree	Mean	Std Dev	N
	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree				
VBA 2001	7	17	18	47	10	58%	3.37	1.06	5,389
VBA 1999	11	22	21	41	5	46%	3.08	1.12	4,649
VBA 1997	12	23	23	36	5	41%	2.99	1.12	8,375

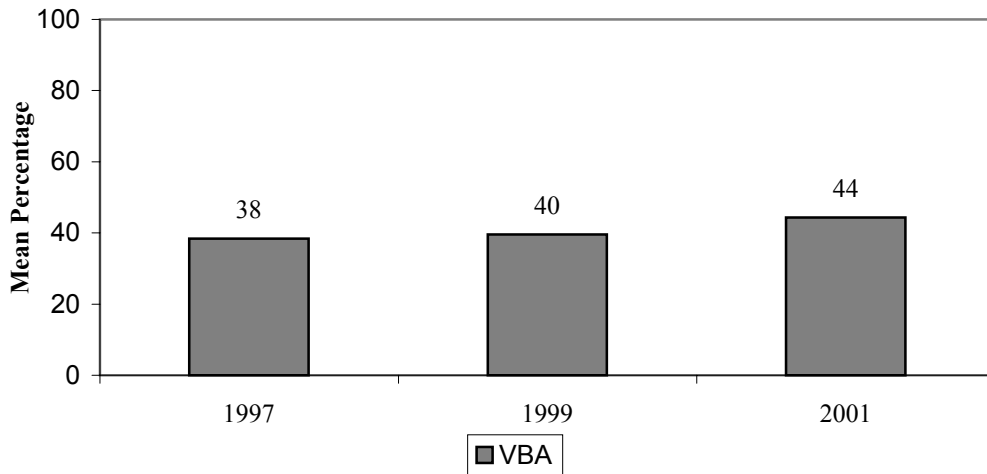
Note: For a complete listing of the items that comprise this dimension, and results for individual items, see Section B, page 11.

Results for:
Veterans Benefits Administration

DIMENSION SUMMARY

Job Security / Commitment to Workforce

Mean percentage of respondents that *Strongly Agree* or *Agree* with items in this dimension.



	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	% Strongly Agree or Agree	Mean	Std Dev	N
VBA 2001	10	19	27	38	6	44%	3.13	1.00	4,482
VBA 1999	12	20	28	35	4	40%	3.00	1.02	4,113
VBA 1997	14	21	26	32	6	38%	2.95	1.05	7,677

Note: For a complete listing of the items that comprise this dimension, and results for individual items, see Section B, page 12.

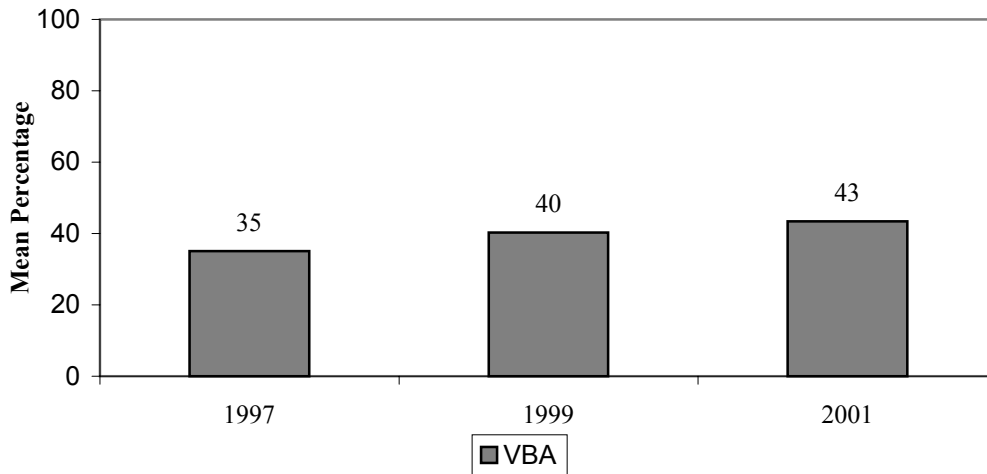
Results for:

Veterans Benefits Administration

DIMENSION SUMMARY

Strategic Planning

Mean percentage of respondents that *Strongly Agree* or *Agree* with items in this dimension.



	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	% Strongly Agree or Agree	Mean	Std Dev	N
VBA 2001	9	20	27	38	6	43%	3.11	1.00	4,209
VBA 1999	10	20	30	36	4	40%	3.04	1.00	3,865
VBA 1997	10	20	35	31	4	35%	2.99	1.00	6,835

Note: For a complete listing of the items that comprise this dimension, and results for individual items, see Section B, page 13.

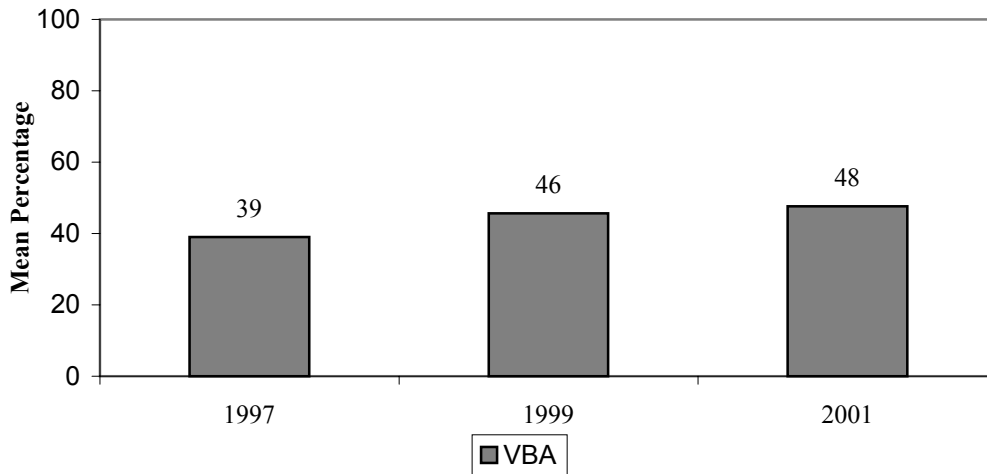
Results for:

Veterans Benefits Administration

DIMENSION SUMMARY

Performance Measures

Mean percentage of respondents that *Strongly Agree* or *Agree* with items in this dimension.



	<div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>								
	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	% Strongly Agree or Agree	Mean	Std Dev	N
VBA 2001	8	19	25	41	6	48%	3.19	1.02	4,360
VBA 1999	8	19	27	42	4	46%	3.15	1.00	4,012
VBA 1997	9	19	34	34	5	39%	3.08	1.01	7,012

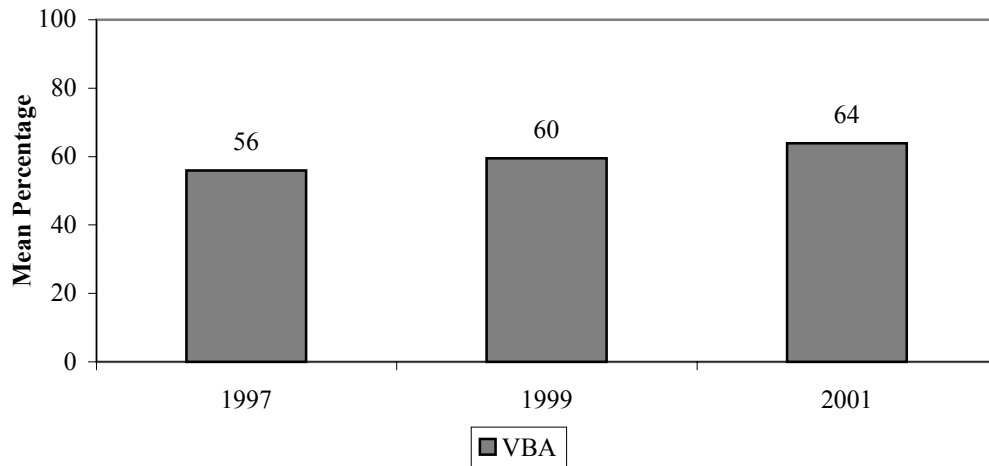
Note: For a complete listing of the items that comprise this dimension, and results for individual items, see Section B, page 13.





Results for:
Veterans Benefits Administration

DIMENSION SUMMARY

Diversity

Mean percentage of respondents that *Strongly Agree* or *Agree* with items in this dimension.



									
	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	% Strongly Agree or Agree	Mean	Std Dev	N
VBA 2001						64%	3.56	1.05	4,735
VBA 1999						60%	3.46	1.05	4,290
VBA 1997						56%	3.39	1.08	7,904

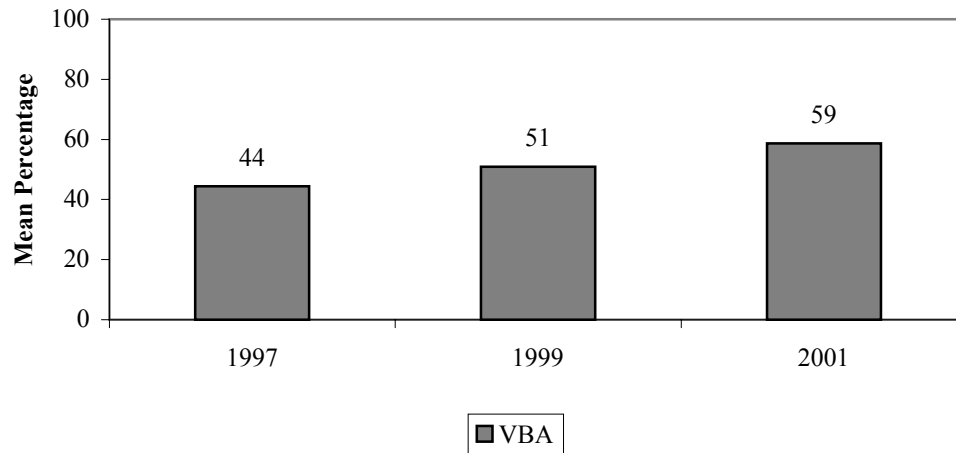
Note: For a complete listing of the items that comprise this dimension, and results for individual items, see Section B, page 14.

Results for:
Veterans Benefits Administration

DIMENSION SUMMARY

Supervision

Mean percentage of respondents that *Strongly Agree* or *Agree* with items in this dimension.



	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	% Strongly Agree or Agree	Mean	Std Dev	N
VBA 2001	9	14	18	48	10	59%	3.37	1.10	5,353
VBA 1999	12	19	18	44	7	51%	3.15	1.14	4,735
VBA 1997	15	21	20	37	7	44%	3.01	1.16	8,609

Note: For a complete listing of the items that comprise this dimension, and results for individual items, see Section B, page 15.



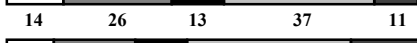


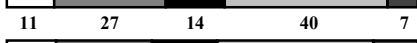
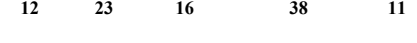
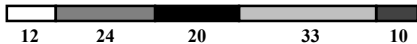
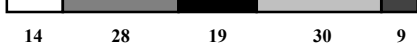
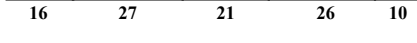

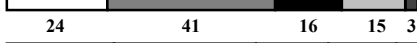

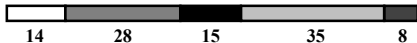
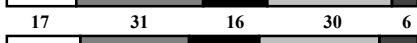
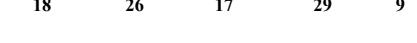
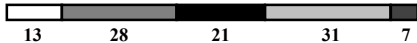





2001 VA Employee Survey

Section B

Results for:

Veterans Benefits Administration

DIMENSION/ITEM BREAKDOWN Parts I & II - Organizational/Immediate Work Group Experiences

			% Strongly Agree or Agree	Mean	Std Dev	N
Rewards/Recognition						
1. High performing employees receive monetary rewards (for example, cash awards, bonuses, quality step increases).	VBA 2001		52%	3.17	1.30	5,674
	VBA 1999		47%	3.04	1.27	4,689
	VBA 1997		56%	3.31	1.28	8,579
2. High performing employees receive non-monetary rewards (for example, plaques, letters of appreciation, public recognition).	VBA 2001		48%	3.10	1.21	5,399
	VBA 1999		47%	3.04	1.19	4,626
	VBA 1997		49%	3.12	1.23	8,548
3. High performing employees are promoted.	VBA 2001		44%	3.06	1.21	5,488
	VBA 1999		39%	2.93	1.22	4,660
	VBA 1997		36%	2.88	1.25	8,549
4. Pay raises depend on how well employees perform their jobs.	VBA 2001		23%	2.46	1.14	5,563
	VBA 1999		19%	2.32	1.10	4,711
	VBA 1997		22%	2.40	1.19	8,584
5. Cash awards depend on how well employees perform their jobs.	VBA 2001		43%	2.95	1.23	5,534
	VBA 1999		37%	2.78	1.22	4,718
	VBA 1997		39%	2.86	1.28	8,562
6. Employees are rewarded for providing high quality products and services to customers.	VBA 2001		37%	2.89	1.17	5,625
	VBA 1999		33%	2.76	1.16	4,719
	VBA 1997		31%	2.75	1.20	8,546
86. Supervisors personally recognize the contributions of individuals and teams.	VBA 2001		61%	3.41	1.14	5,483
	VBA 1999		50%	3.10	1.19	4,773
	VBA 1997		45%	3.04	1.21	8,693



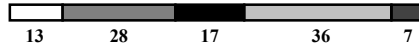
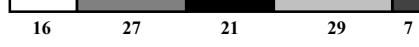
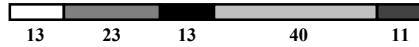
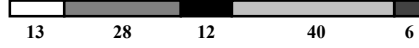
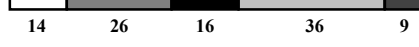






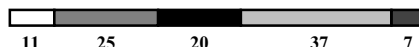
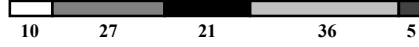
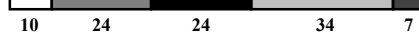






2001 VA Employee Survey

Section B

Results for:

Veterans Benefits Administration

DIMENSION/ITEM BREAKDOWN Parts I & II - Organizational/Immediate Work Group Experiences

							% Strongly Agree or Agree	Mean	Std Dev	N
Rewards/Recognition (cont.)										
87. Supervisors are fair in recognizing individual and team accomplishments.	VBA 2001						55%	3.27	1.17	5,431
	VBA 1999						43%	2.97	1.20	4,767
	VBA 1997						36%	2.83	1.21	8,653
Training/Career Development										
7. Employees receive the training they need to perform their jobs (for example, on-the-job training, conferences, workshops).	VBA 2001						50%	3.11	1.25	5,927
	VBA 1999						46%	2.97	1.21	4,833
	VBA 1997						44%	3.00	1.23	8,792
8. Employees are provided with training that enhances their career advancement opportunities (for example, through cross training, detail assignments).	VBA 2001						31%	2.68	1.20	5,735
	VBA 1999						29%	2.60	1.16	4,787
	VBA 1997						26%	2.58	1.18	8,708
9. Education and training programs are developed based on an assessment of employees' training needs.	VBA 2001						32%	2.74	1.16	5,629
	VBA 1999						29%	2.65	1.12	4,670
	VBA 1997						26%	2.62	1.14	8,457
10. Employees receive training and guidance in providing high quality customer service.	VBA 2001						44%	3.04	1.16	5,806
	VBA 1999						42%	2.99	1.12	4,784
	VBA 1997						41%	3.03	1.12	8,687
88. Employees receive the everyday guidance and assistance they need to perform their jobs (for example, help from supervisors, team leaders, or co-workers).	VBA 2001						65%	3.49	1.11	5,589
	VBA 1999						63%	3.42	1.12	4,829
	VBA 1997						58%	3.37	1.14	8,807
89. Supervisors/team leaders support employee efforts to learn outside the job (for example, membership in trade or professional organizations, course work).	VBA 2001						34%	2.90	1.14	4,641
	VBA 1999						24%	2.58	1.10	4,512
	VBA 1997						21%	2.52	1.13	8,194

2001 VA Employee Survey

Section B

Results for:

Veterans Benefits Administration

DIMENSION/ITEM BREAKDOWN Parts I & II - Organizational/Immediate Work Group Experiences

							% Strongly Agree or Agree	Mean	Std Dev	N
Innovation/Change										
11. Risk-taking is encouraged without fear of punishment for mistakes.	VBA 2001						21%	2.48	1.11	5,615
	VBA 1999						24%	2.55	1.11	4,686
	VBA 1997						19%	2.43	1.11	8,437
12. Creativity and innovation are rewarded.	VBA 2001						30%	2.72	1.14	5,598
	VBA 1999						29%	2.70	1.13	4,719
	VBA 1997						28%	2.69	1.13	8,559
13. Managers are receptive to change.	VBA 2001						34%	2.78	1.19	5,714
	VBA 1999						32%	2.69	1.19	4,716
	VBA 1997						32%	2.75	1.18	8,578
14. Employees are receptive to change.	VBA 2001						39%	3.01	1.02	5,798
	VBA 1999						37%	2.98	1.04	4,806
	VBA 1997						38%	3.01	1.06	8,687
15. Employees are provided with training when new technologies and tools are introduced.	VBA 2001						57%	3.29	1.12	5,884
	VBA 1999						51%	3.10	1.16	4,822
	VBA 1997						54%	3.24	1.15	8,767
16. New practices and ways of doing business are encouraged.	VBA 2001						36%	2.94	1.10	5,737
	VBA 1999						39%	2.95	1.12	4,773
	VBA 1997						39%	3.00	1.12	8,671
90. Supervisors/team leaders are receptive to change.	VBA 2001						49%	3.19	1.11	5,386
	VBA 1999						36%	2.81	1.15	4,769
	VBA 1997						35%	2.81	1.18	8,638

2001 VA Employee Survey

Section B

Results for:

Veterans Benefits Administration

DIMENSION/ITEM BREAKDOWN Parts I & II - Organizational/Immediate Work Group Experiences

							% Strongly Agree or Agree	Mean	Std Dev	N
Customer Orientation										
17. There are service goals aimed at meeting customer expectations.	VBA 2001						70%	3.65	0.97	5,714
	VBA 1999						71%	3.62	0.95	4,723
	VBA 1997						65%	3.57	0.97	8,429
18. Employees have a good understanding of who their customers are.	VBA 2001						86%	4.08	0.88	5,891
	VBA 1999						84%	3.99	0.89	4,820
	VBA 1997						80%	3.93	0.94	8,679
19. Employees use suggestions from their customers to improve the quality of products and services.	VBA 2001						29%	2.93	0.98	5,193
	VBA 1999						35%	3.03	0.99	4,461
	VBA 1997						33%	3.03	1.02	7,873
20. Products, services, and work processes are designed to meet customer needs and expectations.	VBA 2001						48%	3.17	1.09	5,736
	VBA 1999						48%	3.16	1.08	4,750
	VBA 1997						48%	3.24	1.05	8,518
21. Customers are informed about the process for seeking assistance, commenting, and/or complaining about products and services.	VBA 2001						70%	3.67	0.94	5,536
	VBA 1999						65%	3.53	0.97	4,606
	VBA 1997						62%	3.52	0.98	8,141
22. Customers have access to information about products and services.	VBA 2001						79%	3.86	0.83	5,558
	VBA 1999						70%	3.66	0.88	4,615
	VBA 1997						67%	3.62	0.92	8,208
23. There are well-defined systems for linking customer feedback and complaints to employees who can act on this information.	VBA 2001						36%	2.94	1.08	5,069
	VBA 1999						34%	2.88	1.06	4,370
	VBA 1997						35%	2.92	1.11	7,818

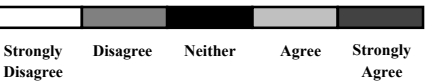




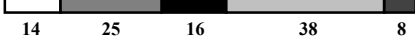
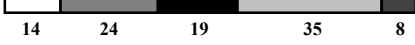


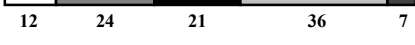
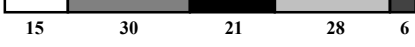


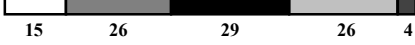



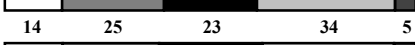
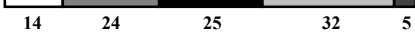
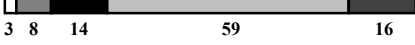


2001 VA Employee Survey

Section B

Results for:

Veterans Benefits Administration

DIMENSION/ITEM BREAKDOWN Parts I & II - Organizational/Immediate Work Group Experiences

				% Strongly Agree or Agree	Mean	Std Dev	N
Leadership and Quality							
24. Managers communicate the organization's mission, vision, and values.	VBA 2001		61%	3.45	1.11	5,844	
	VBA 1999		59%	3.34	1.12	4,802	
	VBA 1997		53%	3.26	1.15	8,696	
25. Managers demonstrate that quality is important in their day-to-day activities (for example, hold meetings to discuss quality issues, interact with customers).	VBA 2001		48%	3.10	1.23	5,744	
	VBA 1999		46%	3.02	1.22	4,760	
	VBA 1997		43%	3.01	1.21	8,653	
26. Managers let employees know how their work contributes to the organization's mission and goals.	VBA 2001		55%	3.30	1.15	5,847	
	VBA 1999		48%	3.10	1.18	4,813	
	VBA 1997		43%	3.01	1.17	8,712	
27. Managers provide sufficient resources (for example, time, training, dollars) to promote improvement throughout the organization.	VBA 2001		34%	2.80	1.18	5,698	
	VBA 1999		31%	2.67	1.17	4,753	
	VBA 1997		27%	2.62	1.16	8,585	
28. Managers follow up on employee suggestions for improvements in products, services, and work processes.	VBA 2001		31%	2.80	1.12	5,151	
	VBA 1999		31%	2.77	1.12	4,517	
	VBA 1997		31%	2.82	1.12	8,174	
29. Managers set challenging and yet attainable performance goals.	VBA 2001		42%	2.96	1.18	5,695	
	VBA 1999		39%	2.91	1.16	4,739	
	VBA 1997		37%	2.91	1.15	8,572	
30. Employees have an understanding of the organization's mission, vision, and values.	VBA 2001		75%	3.77	0.92	5,789	
	VBA 1999		69%	3.60	0.98	4,792	
	VBA 1997		66%	3.58	1.00	8,667	








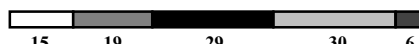
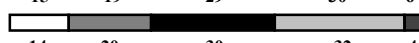
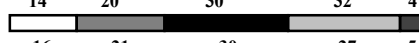

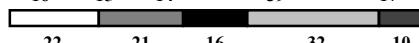





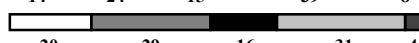

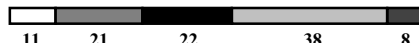
2001 VA Employee Survey

Section B

Results for:

Veterans Benefits Administration

DIMENSION/ITEM BREAKDOWN Parts I & II - Organizational/Immediate Work Group Experiences

							% Strongly Agree or Agree	Mean	Std Dev	N
Fairness and Treatment of Employees										
31. Disciplinary actions are applied fairly to employees.	VBA 2001						32%	2.75	1.24	4,847
	VBA 1999						35%	2.80	1.20	4,411
	VBA 1997						31%	2.69	1.24	8,123
32. Training and career development opportunities for employees are allocated fairly (for example, courses and job assignments).	VBA 2001						31%	2.71	1.20	5,333
	VBA 1999						28%	2.59	1.17	4,684
	VBA 1997						27%	2.56	1.18	8,532
33. Disputes or conflicts (for example, between co-workers, management and employees) are resolved fairly.	VBA 2001						36%	2.92	1.16	4,823
	VBA 1999						36%	2.91	1.11	4,394
	VBA 1997						32%	2.83	1.15	8,126
34. Advancement opportunities are available for qualified individuals, regardless of gender, race, national origin, religion, age, cultural background, sexual orientation, or disability.	VBA 2001						55%	3.26	1.33	5,625
	VBA 1999						42%	2.89	1.34	4,677
	VBA 1997						36%	2.71	1.36	8,524
91. People treat each other with respect.	VBA 2001						68%	3.60	1.05	5,601
	VBA 1999						57%	3.29	1.12	4,840
	VBA 1997						51%	3.16	1.20	8,788
92. The distribution of work among employees is fair.	VBA 2001						47%	3.04	1.23	5,470
	VBA 1999						35%	2.70	1.21	4,748
	VBA 1997						34%	2.68	1.24	8,656
Organizational Politics										
35. Organizational changes serve the purpose of the whole work unit or facility, not just a few individuals.	VBA 2001						46%	3.11	1.16	5,442
	VBA 1999									
	VBA 1997									







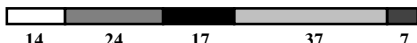







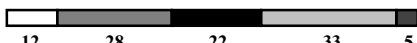
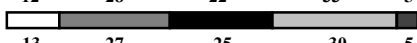
2001 VA Employee Survey

Section B

Results for:

Veterans Benefits Administration

DIMENSION/ITEM BREAKDOWN Parts I & II - Organizational/Immediate Work Group Experiences

			% Strongly Agree or Agree	Mean	Std Dev	N
Organizational Politics (cont.)						
36. Managers consider good ideas, even if different from their own.	VBA 2001		41%	2.99	1.15	5,334
	VBA 1999					
	VBA 1997					
37. Promotions are awarded on the basis of policy and merit, not "who you know."	VBA 2001		32%	2.69	1.26	5,381
	VBA 1999					
	VBA 1997					
38. Employees are encouraged to speak out frankly, even when disagreeing with superiors.	VBA 2001		33%	2.74	1.20	5,612
	VBA 1999					
	VBA 1997					
Communication						
39. Employees are kept informed on issues affecting their jobs.	VBA 2001		53%	3.19	1.20	5,794
	VBA 1999		48%	3.04	1.20	4,812
	VBA 1997		45%	3.00	1.22	8,760
40. Employees share their knowledge with each other.	VBA 2001		75%	3.77	0.99	5,796
	VBA 1999		66%	3.54	1.04	4,818
	VBA 1997		63%	3.50	1.06	8,748
41. Managers communicate the goals and priorities of the organization.	VBA 2001		68%	3.59	0.99	5,778
	VBA 1999		58%	3.34	1.09	4,818
	VBA 1997		54%	3.29	1.08	8,713
42. Managers promote communication among different work units (for example, about projects, goals, needed resources).	VBA 2001		42%	3.04	1.12	5,471
	VBA 1999		38%	2.91	1.14	4,706
	VBA 1997		35%	2.88	1.13	8,502

2001 VA Employee Survey

Section B

Results for:

Veterans Benefits Administration

DIMENSION/ITEM BREAKDOWN Parts I & II - Organizational/Immediate Work Group Experiences

			<div><div></div><div>Strongly Disagree</div></div> <div><div></div><div>Disagree</div></div> <div><div></div><div>Neither</div></div> <div><div></div><div>Agree</div></div> <div><div></div><div>Strongly Agree</div></div>	% Strongly Agree or Agree	Mean	Std Dev	N
Communication (cont.)							
43. Managers keep employees informed about the organization's conditions and operations, as well as the choices it faces (for example, budget cuts, downsizing, reorganizations).	VBA 2001	<div><div></div><div>10</div><div></div><div>19</div><div></div><div>16</div><div></div><div>45</div><div></div><div>9</div></div>	55%	3.25	1.16	5,697	
	VBA 1999	<div><div></div><div>13</div><div></div><div>22</div><div></div><div>16</div><div></div><div>42</div><div></div><div>7</div></div>	49%	3.08	1.20	4,780	
	VBA 1997	<div><div></div><div>12</div><div></div><div>20</div><div></div><div>16</div><div></div><div>43</div><div></div><div>9</div></div>	52%	3.18	1.21	8,736	
44. There is communication among various levels of the organization.	VBA 2001	<div><div></div><div>11</div><div></div><div>25</div><div></div><div>20</div><div></div><div>38</div><div></div><div>6</div></div>	44%	3.02	1.15	5,507	
	VBA 1999	<div><div></div><div>15</div><div></div><div>28</div><div></div><div>20</div><div></div><div>33</div><div></div><div>4</div></div>	37%	2.84	1.16	4,691	
	VBA 1997	<div><div></div><div>16</div><div></div><div>25</div><div></div><div>22</div><div></div><div>31</div><div></div><div>5</div></div>	37%	2.85	1.18	8,538	
Employee Involvement							
45. Employees are involved in improving the quality of products, services, and work processes.	VBA 2001	<div><div></div><div>9</div><div></div><div>22</div><div></div><div>22</div><div></div><div>40</div><div></div><div>6</div></div>	46%	3.12	1.11	5,599	
	VBA 1999	<div><div></div><div>9</div><div></div><div>22</div><div></div><div>20</div><div></div><div>43</div><div></div><div>5</div></div>	48%	3.12	1.10	4,752	
	VBA 1997	<div><div></div><div>8</div><div></div><div>19</div><div></div><div>25</div><div></div><div>41</div><div></div><div>7</div></div>	48%	3.19	1.08	8,624	
46. Employees have a feeling of personal empowerment and ownership of work processes.	VBA 2001	<div><div></div><div>18</div><div></div><div>31</div><div></div><div>21</div><div></div><div>25</div><div></div><div>4</div></div>	30%	2.67	1.16	5,624	
	VBA 1999	<div><div></div><div>19</div><div></div><div>33</div><div></div><div>20</div><div></div><div>25</div><div></div><div>3</div></div>	28%	2.60	1.14	4,736	
	VBA 1997	<div><div></div><div>19</div><div></div><div>32</div><div></div><div>23</div><div></div><div>21</div><div></div><div>4</div></div>	25%	2.58	1.14	8,595	
47. Managers provide an environment that supports employee involvement, contributions, and teamwork.	VBA 2001	<div><div></div><div>14</div><div></div><div>21</div><div></div><div>22</div><div></div><div>36</div><div></div><div>7</div></div>	43%	3.00	1.18	5,718	
	VBA 1999	<div><div></div><div>17</div><div></div><div>25</div><div></div><div>21</div><div></div><div>32</div><div></div><div>5</div></div>	37%	2.83	1.19	4,797	
	VBA 1997	<div><div></div><div>17</div><div></div><div>26</div><div></div><div>24</div><div></div><div>28</div><div></div><div>5</div></div>	33%	2.79	1.17	8,703	
94. Employees are held accountable for achieving positive results.	VBA 2001	<div><div></div><div>5</div><div></div><div>14</div><div></div><div>16</div><div></div><div>52</div><div></div><div>12</div></div>	65%	3.53	1.04	5,468	
	VBA 1999	<div><div></div><div>6</div><div></div><div>14</div><div></div><div>19</div><div></div><div>50</div><div></div><div>11</div></div>	62%	3.48	1.05	4,773	
	VBA 1997	<div><div></div><div>6</div><div></div><div>14</div><div></div><div>22</div><div></div><div>48</div><div></div><div>10</div></div>	58%	3.42	1.05	8,631	
95. Supervisors/team leaders provide employees with the opportunity to demonstrate their leadership skills.	VBA 2001	<div><div></div><div>10</div><div></div><div>21</div><div></div><div>26</div><div></div><div>37</div><div></div><div>6</div></div>	44%	3.10	1.10	5,344	
	VBA 1999	<div><div></div><div>13</div><div></div><div>26</div><div></div><div>25</div><div></div><div>33</div><div></div><div>4</div></div>	36%	2.88	1.11	4,719	
	VBA 1997	<div><div></div><div>13</div><div></div><div>26</div><div></div><div>27</div><div></div><div>30</div><div></div><div>5</div></div>	35%	2.88	1.11	8,603	

2001 VA Employee Survey

Section B

Results for:

Veterans Benefits Administration

DIMENSION/ITEM BREAKDOWN Parts I & II - Organizational/Immediate Work Group Experiences

			% Strongly Agree or Agree	Mean	Std Dev	N
Employee Involvement (cont.)						
96. Supervisors/team leaders ask for employee ideas and opinions before making important work decisions.	VBA 2001		38%	2.86	1.21	5,363
	VBA 1999		36%	2.77	1.19	4,739
	VBA 1997		31%	2.69	1.20	8,644
Use of Resources						
49. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	VBA 2001		59%	3.39	1.05	5,657
	VBA 1999		51%	3.16	1.13	4,790
	VBA 1997		55%	3.33	1.05	8,654
50. "Red tape" and unnecessary rules/regulations do not interfere with the completion of work in a timely manner.	VBA 2001		21%	2.34	1.13	5,590
	VBA 1999		23%	2.44	1.12	4,763
	VBA 1997		24%	2.48	1.15	8,611
51. An effort is made to minimize the number of management levels (i.e., organizational hierarchy).	VBA 2001		33%	2.82	1.12	5,021
	VBA 1999		41%	2.95	1.18	4,534
	VBA 1997		38%	2.92	1.18	8,177
93. Employees provide high quality products and services.	VBA 2001		68%	3.65	0.93	5,533
	VBA 1999		28%	2.46	1.19	4,808
	VBA 1997		29%	2.56	1.20	8,718
97. The amount of work is reasonable.	VBA 2001		41%	2.80	1.26	5,546
	VBA 1999		28%	2.46	1.19	4,808
	VBA 1997		29%	2.56	1.20	8,718
98. Interruptions are kept to a minimum to allow employees to finish their work on time.	VBA 2001		35%	2.73	1.19	5,562
	VBA 1999		30%	2.61	1.15	4,823
	VBA 1997		32%	2.70	1.16	8,727

2001 VA Employee Survey

Section B

Results for: Veterans Benefits Administration

DIMENSION/ITEM BREAKDOWN Parts I & II - Organizational/Immediate Work Group Experiences

							% Strongly Agree or Agree	Mean	Std Dev	N
Use of Resources (cont.)										
99. Employees have the appropriate supplies, materials, and equipment to perform their jobs well.	VBA 2001						62%	3.37	1.16	5,598
	VBA 1999						54%	3.16	1.19	4,838
	VBA 1997						54%	3.21	1.19	8,776
Work Environment/Quality of Worklife										
52. Programs that encourage good health practices are supported (for example, fitness centers, health education programs).	VBA 2001						30%	2.56	1.26	5,529
	VBA 1999						36%	2.76	1.25	4,758
	VBA 1997						33%	2.66	1.30	8,568
53. Employees are protected from health and safety hazards on the job.	VBA 2001						56%	3.31	1.12	5,630
	VBA 1999						60%	3.38	1.10	4,781
	VBA 1997						51%	3.23	1.15	8,646
100. Physical conditions (for example, noise level, temperature, lighting, cleanliness) allow employees to perform their jobs well.	VBA 2001						53%	3.17	1.22	5,607
	VBA 1999						55%	3.18	1.27	4,844
	VBA 1997						48%	3.04	1.29	8,773
101. Supervisors/team leaders take steps to minimize work-related stress.	VBA 2001						31%	2.72	1.16	5,369
	VBA 1999						23%	2.45	1.14	4,748
	VBA 1997						19%	2.35	1.13	8,597
Work and Family/Personal Life										
54. Programs that help employees deal with work and family responsibilities are provided (for example, support groups, stress management courses, lectures).	VBA 2001						33%	2.70	1.19	5,252
	VBA 1999						32%	2.71	1.17	4,559
	VBA 1997						26%	2.52	1.18	8,312
55. Family-related benefits are available to employees (for example, parental leave policies, childcare, eldercare).	VBA 2001						68%	3.58	1.04	5,376
	VBA 1999						63%	3.45	1.10	4,588
	VBA 1997						58%	3.37	1.14	8,319

2001 VA Employee Survey

Section B

Results for:

Veterans Benefits Administration

DIMENSION/ITEM BREAKDOWN Parts I & II - Organizational/Immediate Work Group Experiences

			Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	% Strongly Agree or Agree	Mean	Std Dev	N
Work and Family/Personal Life (cont.)											
56. Employees are given the opportunity to work at home or on flexible work schedules, when the job permits (for example, Flexitime, Part-time, Flexiplace).	VBA 2001		11	12	10	50	17	67%	3.50	1.23	5,608
	VBA 1999		12	12	10	50	16	66%	3.46	1.23	4,746
	VBA 1997		21	18	13	37	10	47%	2.97	1.35	8,477
57. Employees who take advantage of family/personal life policies and benefits do not hurt their career opportunities.	VBA 2001		7	14	30	40	9	49%	3.31	1.04	4,505
	VBA 1999		8	16	30	38	9	46%	3.24	1.06	4,117
	VBA 1997		9	15	34	33	8	42%	3.17	1.07	7,202
102. Supervisors/team leaders understand and support employees' family/personal life responsibilities.	VBA 2001		8	10	17	51	13	64%	3.51	1.09	5,354
	VBA 1999		8	13	22	47	10	57%	3.39	1.08	4,640
	VBA 1997		10	15	26	40	9	49%	3.23	1.12	8,272
103. Employees balance their work and family/personal life responsibilities.	VBA 2001		2	8	21	60	9	69%	3.66	0.84	5,054
	VBA 1999		3	9	25	55	8	63%	3.56	0.89	4,518
	VBA 1997		4	10	31	48	8	56%	3.46	0.91	8,011
Teamwork											
58. Different work units cooperate to get the job done.	VBA 2001		5	17	19	50	8	58%	3.39	1.03	5,537
	VBA 1999		10	21	20	44	5	49%	3.13	1.10	4,753
	VBA 1997		10	22	22	41	5	46%	3.09	1.11	8,621
59. Teams are used to accomplish organizational goals, when appropriate.	VBA 2001		4	10	17	59	10	69%	3.60	0.93	5,536
	VBA 1999		7	13	22	52	6	58%	3.37	1.02	4,667
	VBA 1997		7	15	25	47	6	53%	3.30	1.04	8,387
60. Employees are rewarded for working together in teams (for example, performance ratings, cash awards, certificates, public recognition).	VBA 2001		10	20	19	43	8	51%	3.20	1.14	5,284
	VBA 1999		15	23	21	35	6	41%	2.94	1.19	4,575
	VBA 1997		17	28	24	26	5	31%	2.74	1.17	8,082

2001 VA Employee Survey

Section B

Results for:

Veterans Benefits Administration

DIMENSION/ITEM BREAKDOWN Parts I & II - Organizational/Immediate Work Group Experiences

							% Strongly Agree or Agree	Mean	Std Dev	N
Teamwork (cont.)										
61. Employees in different work units participate in cross-functional teams to accomplish work objectives.	VBA 2001						38%	2.96	1.08	5,013
	VBA 1999						36%	2.88	1.09	4,420
	VBA 1997						32%	2.81	1.10	8,045
104. A spirit of cooperation and teamwork exists in my immediate work unit.	VBA 2001						72%	3.71	1.10	5,574
	VBA 1999						47%	3.08	1.17	4,830
	VBA 1997						45%	3.03	1.18	8,739
Job Security/Commitment to Workforce										
64. Programs that help individuals deal with downsizing are effective (for example, career counseling, aid in finding new jobs).	VBA 2001						21%	2.73	1.04	3,200
	VBA 1999						18%	2.62	1.03	3,418
	VBA 1997						16%	2.47	1.08	6,327
65. There are strategies to protect job security (for example, early retirements and buyouts, workforce planning).	VBA 2001						71%	3.66	0.87	4,980
	VBA 1999						61%	3.44	0.96	4,342
	VBA 1997						63%	3.50	0.98	8,196
66. There is adequate advance notice of changes that affect employment (for example, downsizing, transfers, reorganizations).	VBA 2001						45%	3.16	1.06	4,494
	VBA 1999						42%	3.04	1.09	4,211
	VBA 1997						40%	2.96	1.14	8,093
67. Employees receive training and guidance to develop the knowledge and skills necessary to perform other jobs or pursue new careers.	VBA 2001						24%	2.56	1.12	4,940
	VBA 1999						19%	2.43	1.06	4,314
	VBA 1997						17%	2.34	1.08	7,948
68. Employees are willing to be retrained and moved to other positions in the organization.	VBA 2001						60%	3.52	0.92	4,794
	VBA 1999						57%	3.44	0.95	4,282
	VBA 1997						57%	3.48	0.97	7,822

2001 VA Employee Survey

Section B

Results for: Veterans Benefits Administration

DIMENSION/ITEM BREAKDOWN Parts I & II - Organizational/Immediate Work Group Experiences

			Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	% Strongly Agree or Agree	Mean	Std Dev	N
Strategic Planning											
69. Information about the external environment (for example, political or economic factors) is used in the strategic planning process.	VBA 2001		7	17	39	32	5	37%	3.11	0.97	3,415
	VBA 1999		8	17	42	30	3	34%	3.05	0.96	3,378
	VBA 1997		8	16	45	26	5	30%	3.03	0.97	5,889
70. There is an established, formal process for developing goals and updating plans periodically.	VBA 2001		8	20	28	39	5	44%	3.14	1.04	4,017
	VBA 1999		8	19	31	38	4	42%	3.10	1.02	3,727
	VBA 1997		8	20	36	33	4	36%	3.04	1.00	6,607
71. Employees participate in the development of strategic/operational plans.	VBA 2001		17	40	22	18	2	21%	2.49	1.05	4,762
	VBA 1999		19	39	21	20	2	21%	2.47	1.05	4,316
	VBA 1997		19	36	25	17	3	20%	2.48	1.06	7,706
72. Short- and long-term quality improvement goals are established and integrated into the organization's overall strategic planning and budgeting processes.	VBA 2001		9	19	29	39	5	43%	3.11	1.06	4,135
	VBA 1999		10	18	31	38	3	41%	3.06	1.03	3,886
	VBA 1997		10	19	36	32	4	36%	3.01	1.02	6,919
73. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	VBA 2001		4	7	18	61	11	72%	3.69	0.89	4,714
	VBA 1999		5	8	24	55	8	63%	3.54	0.93	4,019
	VBA 1997		6	10	31	46	7	53%	3.39	0.96	7,052
Performance Measures											
75. Outcome/result measures are used to assess the overall performance of the organization (for example, rates, trends, and current quality levels; meeting program objectives).	VBA 2001		4	9	21	57	9	66%	3.59	0.92	4,676
	VBA 1999		5	10	24	55	6	62%	3.49	0.93	4,117
	VBA 1997		5	10	32	47	6	53%	3.38	0.94	7,121
76. The quality of products and services provided to customers is compared to the quality of products and services of other organizations that are recognized as successful.	VBA 2001		8	20	28	38	7	45%	3.17	1.06	4,022
	VBA 1999		8	20	28	40	4	44%	3.13	1.03	3,853
	VBA 1997		9	18	35	33	5	38%	3.08	1.03	6,744

Section B

Veterans Benefits Administration

Parts I & II - Organizational/Immediate Work Group Experiences

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Section B

Veterans Benefits Administration

Parts I & II - Organizational/Immediate Work Group Experiences

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2001 VA Employee Survey

Section B

Results for:

Veterans Benefits Administration

DIMENSION/ITEM BREAKDOWN Parts I & II - Organizational/Immediate Work Group Experiences

				% Strongly Agree or Agree	Mean	Std Dev	N
Other							
62. Employees are familiar with the full range of benefits and services provided to veterans by VA (for example, compensation, guaranteed home loans, health care, insurance, and burial).	VBA 2001		8 24 16 43 9	52%	3.21	1.13	5,479
	VBA 1999						
	VBA 1997						
63. Employees in different VA offices and facilities (for example, VACO, medical centers, regional offices, cemeteries) work together to provide better service to veterans.	VBA 2001		10 20 23 41 6	47%	3.13	1.11	5,207
	VBA 1999						
	VBA 1997						
74. Employees have an understanding of VA's mission and strategic goals as stated in the VA Strategic Plan.	VBA 2001		3 12 21 55 9	64%	3.55	0.93	5,220
	VBA 1999						
	VBA 1997						

Section C

Veterans Benefits Administration

Strongly Disagree Disagree Neither Agree Strongly Agree

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2001 VA Employee Survey

Section C

Results for:
Veterans Benefits Administration

ITEM BREAKDOWN Part III - Personal Experiences

			% Strongly Agree or Agree	Mean	Std Dev	N
115. Conditions in my job allow me to be about as productive as I can be.	VBA 2001		49%	3.10	1.18	5,603
	VBA 1999		45%	2.98	1.23	4,855
	VBA 1997		43%	2.98	1.18	8,782
116. My job makes good use of my skills and abilities.	VBA 2001		59%	3.36	1.17	5,605
	VBA 1999		53%	3.19	1.24	4,857
	VBA 1997		52%	3.16	1.22	8,780
117. The amount of stress created by my job is reasonable.	VBA 2001		46%	2.97	1.20	5,604
	VBA 1999					
	VBA 1997					
118. My work gives me a feeling of personal accomplishment.	VBA 2001		67%	3.59	1.15	5,600
	VBA 1999		61%	3.44	1.22	4,857
	VBA 1997		60%	3.44	1.19	8,782
119. The amount of work I am expected to do is reasonable.	VBA 2001		50%	3.07	1.22	5,608
	VBA 1999					
	VBA 1997					
120. I like the kind of work I do.	VBA 2001		80%	4.00	0.97	5,606
	VBA 1999		74%	3.83	1.07	4,857
	VBA 1997		72%	3.78	1.07	8,783

2001 VA Employee Survey

Section C

Results for:
Veterans Benefits Administration

ITEM BREAKDOWN Part III - Personal Experiences

			% Strongly Agree or Agree	Mean	Std Dev	N
121. My supervisor sees me as a person, not just an employee.	VBA 2001		65%	3.59	1.13	5,596
	VBA 1999					
	VBA 1997					
122. I have friends at work.	VBA 2001		86%	4.06	0.75	5,597
	VBA 1999					
	VBA 1997					
123. I feel recognized for my contributions.	VBA 2001		49%	3.22	1.15	5,601
	VBA 1999					
	VBA 1997					
124. I feel that I am part of something larger than my own efforts.	VBA 2001		69%	3.67	1.02	5,583
	VBA 1999					
	VBA 1997					
125. I often feel tense and stressed on my job.	VBA 2001		33%	2.78	1.18	5,603
	VBA 1999					
	VBA 1997					
126. Work is a source of a great deal of stress.	VBA 2001		37%	2.90	1.18	5,602
	VBA 1999					
	VBA 1997					

2001 VA Employee Survey

Section C

Results for: Veterans Benefits Administration

ITEM BREAKDOWN Part III - Personal Experiences

			Very Poor	Poor	Fair	Good	Very Good	% Very Good or Good	Mean	Std Dev	N
127. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	VBA 2001		6	8	23	36	26	63%	3.68	1.14	5,569
	VBA 1999		8	9	25	35	23	58%	3.56	1.16	4,843
	VBA 1997		9	11	28	35	17	52%	3.41	1.15	8,783
128. How would you rate the overall quality of work done in your work group?	VBA 2001		13	18	48	30		78%	4.03	0.82	5,581
	VBA 1999		23	21	47	27		74%	3.95	0.86	4,851
	VBA 1997		14	21	50	24		74%	3.92	0.84	8,780
129. Overall, how would you rate the quality of service provided to veterans by your facility or office?	VBA 2001		3	6	22	43	26	70%	3.85	0.96	5,581
	VBA 1999		2	6	24	43	25	67%	3.81	0.95	4,838
	VBA 1997		2	5	22	46	24	71%	3.86	0.90	8,773
			Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied	% Very Satisfied or Satisfied	Mean	Std Dev	N
130. How satisfied are you with your influence on decisions that affect your work?	VBA 2001		10	18	29	33	9	43%	3.14	1.12	5,595
	VBA 1999		12	26	27	29	6	35%	2.91	1.13	4,846
	VBA 1997		13	26	28	27	5	33%	2.87	1.12	8,717
131. How satisfied are you with your pay?	VBA 2001		10	20	16	44	10	54%	3.24	1.17	5,589
	VBA 1999		9	26	22	37	6	43%	3.06	1.11	4,845
	VBA 1997		12	28	23	32	6	37%	2.91	1.14	8,725
132. How satisfied are you with your opportunity to get a better job in the organization?	VBA 2001		15	21	26	30	7	38%	2.93	1.19	5,588
	VBA 1999		21	25	25	25	5	29%	2.68	1.18	4,847
	VBA 1997		23	28	25	21	3	24%	2.52	1.15	8,716

Section C

Veterans Benefits Administration

133. How satisfied are you with the training you received for your present job?	VBA 2001		46%	3.10	1.20	5,592			
	VBA 1999		42%	2.99	1.16	4,849			
	VBA 1997		39%	2.98	1.13	8,729			
134. How satisfied are you with your physical working conditions?	VBA 2001		59%	3.40	1.13	5,588			
	VBA 1999		61%	3.43	1.14	4,849			
	VBA 1997		55%	3.33	1.14	8,724			
135. Considering everything, how satisfied are you with your job?	VBA 2001		67%	3.65	1.04	5,587			
	VBA 1999		60%	3.45	1.05	4,844			
	VBA 1997		54%	3.36	1.04	8,733			
136. Considering everything, how would you rate your overall satisfaction in the organization at the present time?	VBA 2001		52%	3.27	1.13	5,593			
	VBA 1999		49%	3.19	1.10	4,844			
	VBA 1997		43%	3.09	1.08	8,719			
137. How satisfied do you think your organization's customers are with the products and services it provides?	VBA 2001		50%	3.21	1.06	5,572			
	VBA 1999		49%	3.20	1.02	4,843			
	VBA 1997		50%	3.29	0.98	8,721			
138. How likely are you to leave your current work unit for another Federal job within the next 2 years?	VBA 2001		59%	3.61	1.47	5,587			
	VBA 1999								
	VBA 1997								

2001 VA Employee Survey

Section C

Results for:

Veterans Benefits Administration

ITEM BREAKDOWN Part III - Personal Experiences

				% Very Unlikely or Somewhat Unlikely	Mean	Std Dev	N
139. How likely are you to take a job outside the Federal government within the next 2 years?	VBA 2001		7 11 11 15 57	71%	4.03	1.33	5,582
	VBA 1999						
	VBA 1997						
140. How likely are you to retire within the next 2 years?	VBA 2001		8 7 5 9 70	79%	4.27	1.30	5,585
	VBA 1999						
	VBA 1997						

2001 VA Employee Survey

Section D

Results for:

Veterans Benefits Administration

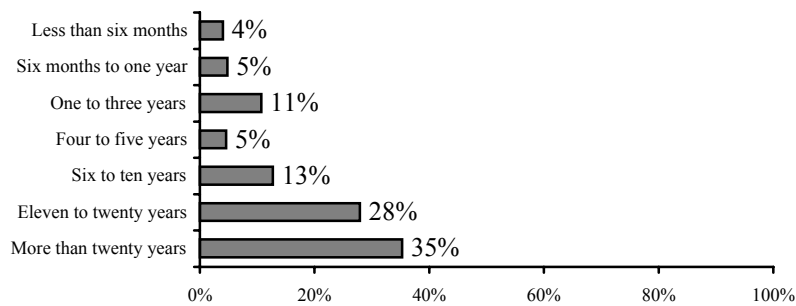
ITEM BREAKDOWN

Part IV - Background and Employment Information

**Number of
Responses**

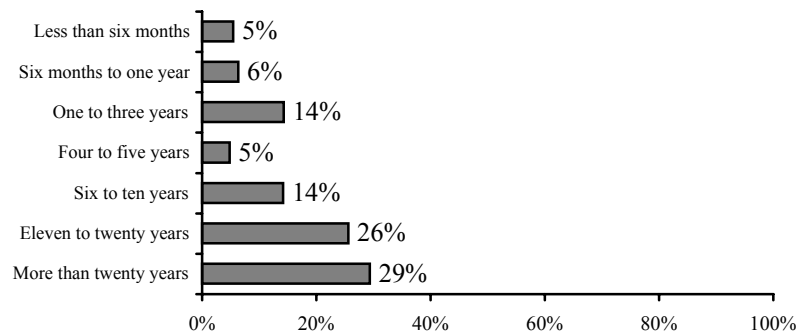
141. How long have you been a **Federal Government** employee (excluding military service)?

5,582



142. How long have you been with VA?

5,563



2001 VA Employee Survey

Section D

Results for:

Veterans Benefits Administration

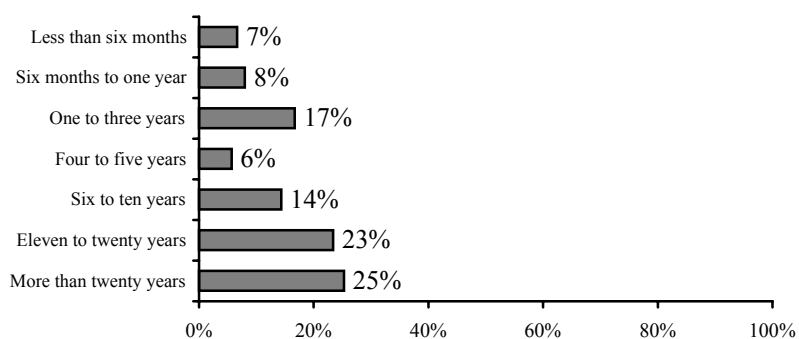
ITEM BREAKDOWN

Part IV - Background and Employment Information

Number of
Responses

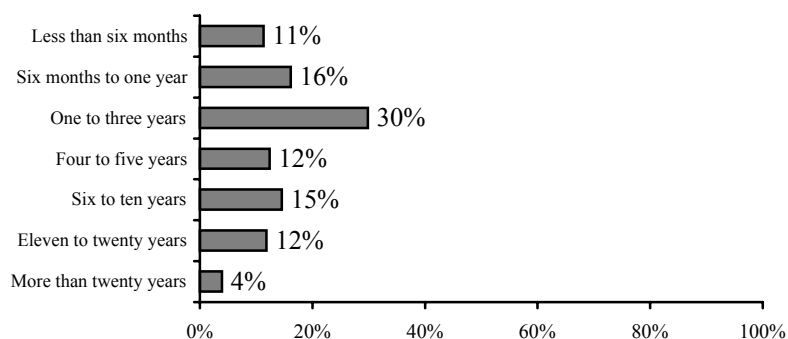
143. How long have you been with your **present organization** (for example, VBA, NCA, BVA, or VACO Staff Office)?

5,550



144. How long have you been in your **present job** within the organization?

5,535



2001 VA Employee Survey

Section D

Results for:

Veterans Benefits Administration

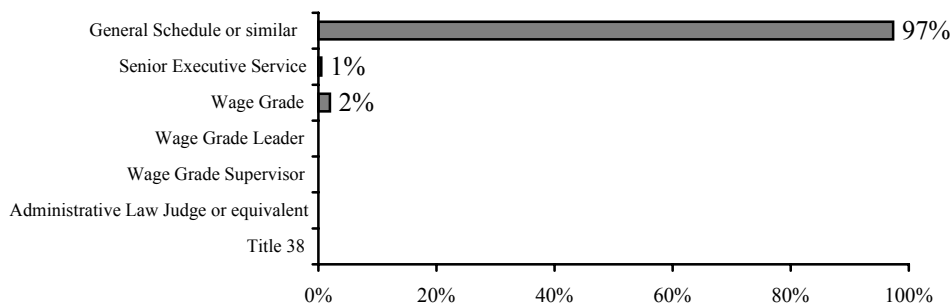
ITEM BREAKDOWN

Part IV - Background and Employment Information

Number of
Responses

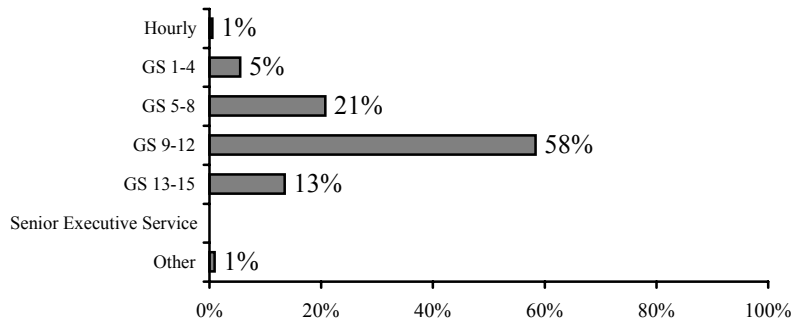
145. What is your pay category?

5,541



146. What is your pay grade?

5,546



2001 VA Employee Survey

Section D

Results for:

Veterans Benefits Administration

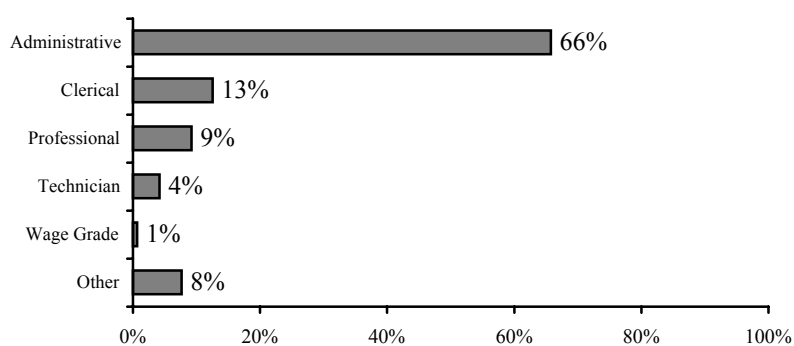
ITEM BREAKDOWN

Part IV - Background and Employment Information

**Number of
Responses**

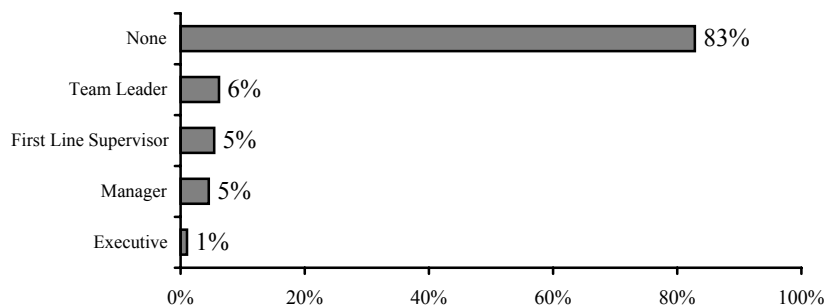
147. What is your job category?

5,544



148. What is your level of supervisory responsibility?

5,555



2001 VA Employee Survey

Section D

Results for:

Veterans Benefits Administration

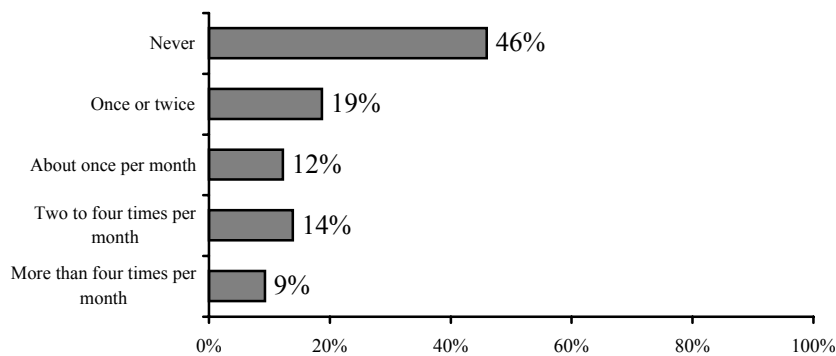
ITEM BREAKDOWN

Part IV - Background and Employment Information

**Number of
Responses**

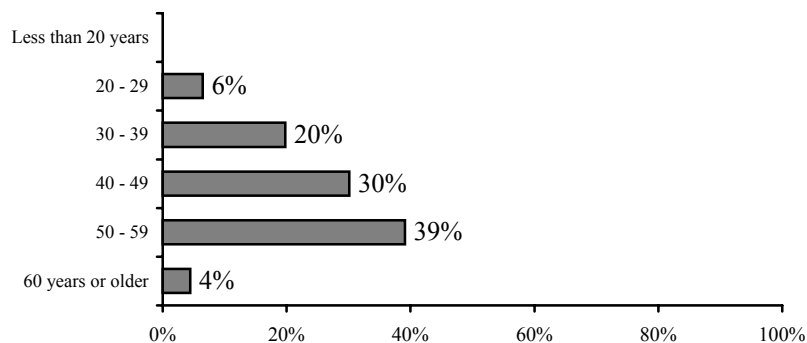
149. How often did you work paid overtime during the last year?

5,547



150. What is your age?

5,520



2001 VA Employee Survey

Section D

Results for:

Veterans Benefits Administration

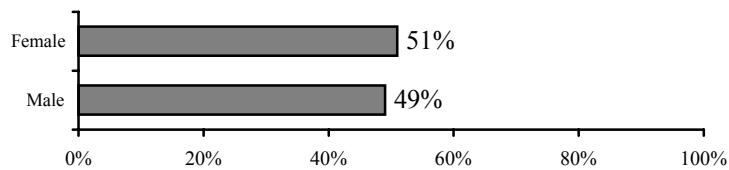
ITEM BREAKDOWN

Part IV - Background and Employment Information

**Number of
Responses**

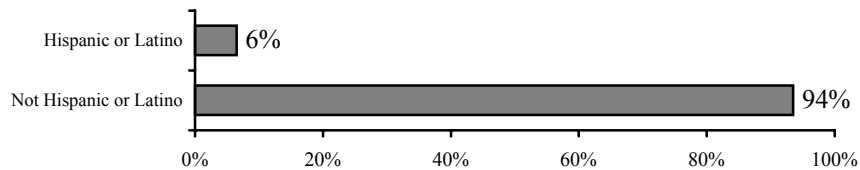
151. What is your gender?

5,513



152. What is your ethnic origin?

5,421



2001 VA Employee Survey

Section D

Results for:

Veterans Benefits Administration

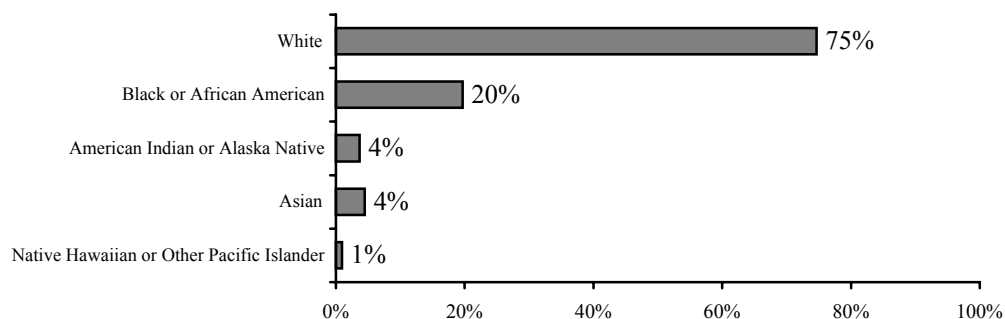
ITEM BREAKDOWN

Part IV - Background and Employment Information

**Number of
Responses**

153. What is your racial origin?*

4,006



* Because respondents could select more than one response, percents will not sum to 100.

154. What is your veteran status?

5,453

